

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)

State Priority Goals

Note: These State Priority Goals are a subset of the entire set of NC RttT State Goals, as described in the initial NC RttT Application and as modified by this State DSW. The Priority Goals subset parallels the set of goals against which all participating LEAs and charter schools have been required to set targets. The complete set of NC RttT State Goals includes the Priority Goals, plus the "Other State Goals" found on the tab of that name.

State RttT Goal	Measure	Baseline 2009-10	Targets			
			2010-11	2011-12	2012-13	2013-14
1. Student Achievement <i>* In the 2012-13 school year, new assessments aligned to new standards (including the Common Core) will be implemented in NC. This introduction of new assessments may require the adjustment of these targets to ensure ambitiousness and feasibility.</i>	% of All Students Proficient - Grade 4 Reading (State End of Grade test; a proxy for NAEP Grade 4 Reading)	71.6%	74.6%	77.6%	80.6%*	83.6%*
	% of All Students Proficient - Grade 4 Math (State End of Grade test; a proxy for NAEP Grade 4 Math)	83.0%	85.0%	87.0%	89%*	91.0%*
	% of All Students Proficient - Grade 8 Reading (State End of Grade test; a proxy for NAEP Grade 8 Reading)	69.5%	72.5%	75.5%	78.5%*	81.5%*
	% of All Students Proficient - Grade 8 Math (State End of Grade test; a proxy for NAEP Grade 8 Math)	83.9%	86.9%	89.9%	92.9%*	95.9%*
2. Graduation Rates**	4-Year Cohort Rate	74.2%	76%	79%	82%	85%
<i>** Targets for this measure have been updated since the initial RttT application to reflect actual, rather than projected, 2009-10 baseline data; the targets are now more ambitious.</i>						
3. College Readiness	Average SAT Composite in Reading & Math (% students taking)***	1,008 (63%)	1,009 (65%)	1,014 (67%)	1,019 (69%)	1,025 (72%)
	% of AP exams taken on which students scored 3 or above (% of students taking AP exams)***	57.6% (10.4%)	60% (11%)	62% (13%)	64% (15%)	66% (17%)
<i>*** Language for both of these goals has been modified since the initial RttT application to more clearly identify the specific indicator/data being referenced. For the AP measure, we have also added a participation rate component.</i>						
4. College Enrollment	% of high school graduates who enroll in post-secondary education programs ****	66.0%	67%	68%	70%	72%
<i>**** The 2010-11 target for this measure has been updated (increased) since the initial RttT application to reflect actual, rather than projected, 2009-10 baseline data (NCES, 2008).</i>						

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
Other State Goals

State RttT Goal	Measure	Baseline 2009-10	Targets			
			2010-11	2011-12	2012-13	2013-14
1. Student Achievement	NAEP Reading Grade 4	219 (2009)		223 (2011)		229 (2013)
	NAEP Reading Grade 8	260 (2009)		264 (2011)		270 (2013)
	NAEP Math Grade 4	244 (2009)		248 (2011)		254 (2013)
	NAEP Math Grade 8	284 (2009)		288 (2011)		294 (2013)
2. Graduation Rates	No other measures at this time.					
3. Career & College Readiness*	% of freshmen enrolled in at least one remedial course:					
<i>* The initial NC RttT measures list only "college readiness," but additional measures addressing students' career readiness will be added during the grant period.</i>	University of North Carolina (16 campuses)**	9.0%	8%	7%	6%	5%
	<i>** The baseline figure has been updated (decreased) since the initial RttT application to reflect actual 2009-10 data; targets have been adjusted (made more ambitious) accordingly.</i>					
	NC Community College System (58 colleges)***	67.0%	60%	56%	52%	48%
	<i>*** The baseline figure has been updated (increased) since the initial RttT application to reflect most recent available data (2008-09); targets remain unchanged, and as a result, are now more ambitious.</i>					
4. College Enrollment	No other measures at this time.					
5. Teacher and Principal Effectiveness	See pages 148-149, 169-174 of NC RttT Application (http://www2.ed.gov/programs/racetothetop/phase2-applications/north-carolina.pdf)					
6. Teacher and Principal Preparation	See pages 182-183 of NC RttT Application (http://www2.ed.gov/programs/racetothetop/phase2-applications/north-carolina.pdf)					
7. Turning Around the Lowest Achieving Schools	See page 227 of NC RttT Application (http://www2.ed.gov/programs/racetothetop/phase2-applications/north-carolina.pdf)					

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
A2 RttT Management

Total RttT Funding Budgeted (over four years):

\$6,885,001

Total RttT Funding Budgeted for Required Activities:

\$ 6,885,001

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
	Objective 1: Ensure that all NC RttT initiatives are implemented effectively, with fidelity to original application, and in alignment with NC's strategic policy mandate for public education.	5	Governor's Office: Conduct monthly meetings of Governor's Education Transformation Commission, which brings together a variety of stakeholder to provide oversight and recommendations for NC RttT Implementation. Continuously monitor implementation through meetings and other communication with DPI staff, other State agency partners, LEA partners, and non-governmental implementation partners. Monitor DPI processes for obtaining, disbursing, and reporting on use of federal funds to ensure that NC RttT implementation complies with all applicable laws and regulations.	Governor's Advisor for Education Transformation (Bill Harrison), RttT Budget Analyst (Chris Jones), and 2 RttT Internal Auditors (to be hired)	Monthly meetings through duration of grant period	390,220	RttT	2010-11	R
					Initiatives implemented as designed; any significant modifications requested reviewed by Governor's Office.	395,406	RttT	2011-12	R
					No Audit Exceptions; reports submitted (as required) on time, approved by USED	407,679	RttT	2012-13	R
						417,110	RttT	2013-14	N
		5	Governor's Education Transformation Commission: Convene Commission for monthly meetings to review planning and implementation, offer guidance, and consider implications for State policy, including any possible modifications that should be considered.	Bill Harrison, Martez Hill, Dawn Shepherd Pope	At least monthly, stakeholders updated, offered opportunity to provide guidance regarding implementation.	30,000	RttT	2010-11	R
						30,000	RttT	2011-12	R
						30,000	RttT	2012-13	R
						30,000	RttT	2013-14	N
(A)(2) RttT Management	Objective 2: Ensure that NC RttT implementation is managed purposefully, in a coordinated manner, to ensure timely, effective completion of all deliverables and attainment of targeted outcomes; and timely, complete reporting to the US Department of Education.	5	Department of Public Instruction: Manage implementation of NC RttT, including development and modification (as needed) of a detailed scope of work and accompanying detailed budgets that comply with USED requirements; more detailed work plans for managing each initiative; project administrative processes and structures, and meeting cadences required to manage and track progress against deliverables outlined in the scope of work; and communication (including reporting) with various stakeholders (at State, local, and federal levels) to ensure transparency regarding NC RttT Implementation.	June Atkinson, Adam Levinson, Jack Stone, Vanessa Jeter, Rebecca Garland, Angela Quick, Neill Kimrey, Lynne Johnson, Pat Ashley, Maria Pitre-Martin, Philip Price, Peter Asmar, Bryan Setser, Martez Hill	USED requirements met (including monthly status reports); RttT initiatives implemented on time & within budget; outcomes achieved.	1,251,757	RttT	2010-11	R
						1,267,206	RttT	2011-12	R
						1,303,764	RttT	2012-13	R
						1,331,858	RttT	2013-14	N

Total Budget for Required Activities in 2010-11: \$ 1,671,977
2011-12: \$ 1,692,613
2012-13: \$ 1,741,443
2013-14: \$ 1,778,968

Total Budget for Required RttT Activities: \$ 6,885,001

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
A2 Cloud

Total RttT Funding Budgeted (over four years):

\$34,639,376

Total RttT Funding Budgeted for Required Activities:

\$ 34,639,376

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(A)(2) NC Cloud	Objective 1: Develop a blueprint for modern technology infrastructure based on high reliability, availability, performance, and efficiency.	5	Employ a Cloud Services Manager at DPI throughout project. Hire should be completed no later than 01/31/2011	Peter Asmar	Hire position by 01/31/2011	50,911	RttT	2010-11	N
						105,340	RttT	2011-12	N
						108,823	RttT	2012-13	N
						140,549	RttT	2013-14	N
		5	Contract with The Friday Institute at North Carolina State University to develop the infrastructure blueprint by 05/01/2011. Manage the implementation of the project through 2014.	Peter Asmar	Contract In Place by 12/01/2010	550,000	RttT	2010-11	N
				Ed Chase	Blueprint developed by 05/01/2011	1,000,000	RttT	2011-12	N
				Jerry Bunn	Project Complete Late 2014	1,000,000	RttT	2012-13	N
						750,000	RttT	2013-14	N
(A)(2) NC Cloud	Objective 2: Conduct site surveys of LEA infrastructure, applications, and support.	5	Contract with MCNC to carryout LEA Infrastructure Site Surveys by 01/01/2011. Site surveys complete by 03/31/2011.	Phil Emer	Contract in place by 01/01/2011	400,000	RttT	2010-11	N
				Ed Chase	Site surveys complete by 03/31/2011				
				Jerry Bunn					
(A)(2) NC Cloud	Objective 3: Collaborate with LEAs to develop and implement a deployment and operating plan for the NC Education Cloud.	5	DPI and The Friday Institute shall develop an advisory and governance structure to facilitate LEA collaboration during the planning stages of the NC Ed Cloud project. Initial advisory structure developed by 03/01/2011	Phil Emer	Initial advisory structure in place by 03/01/2011	N/A	N/A	2010-11	N
				Ed Chase					
				Neill Kimrey					
		5	DPI will assist LEAs with modifying State, District, and School Technology Plans to incorporate the Infrastructure Blueprint. All plans amended by 01/01/2013.	Neill Kimrey	Plans modified by 01/01/2013	N/A	N/A	2011-12	N
						N/A	N/A	2012-13	N
(A)(2)	Objective 4: Deploy shared services pilots to facilitate fine-tuning of support, E-rate,	5	Deploy Pilot Service Delivery Platform including Learning Management Systems, Web Collaboration Tools, Identity Management, and Learning Objects Repositories. By 12/31/2011, validate increased efficiency and reliability, and decreased cost at pilot sites.	Phil Emer	Decrease Cost	5,031,000	RttT	2010-11	N
				Ed Chase	Increase IT Efficiency				
				Neill Kimrey	Increase IT Reliability				
			Deploy Pilot Infrastructure Platform that will include persistent and on-demand infrastructure	Phil Emer	Increase IT Efficiency	7,300,000	RttT	2010-11	N

NC Cloud	provider service level agreements and the like.	5	systems. Deliverables are to decrease cost, increase efficiency, reliability , and reduce personnel needs by 12/31/2011 at pilot sites.	Ed Chase	Increase IT Reliability				
					Increase Number of LEA Technical Staff Supporting Instruction				
					Decrease Cost				
(A)(2) NC Cloud	Objective 5: Provide technical engineering and systems administration expertise to districts and charters in support of infrastructure and systems migrations.	5	Contract with MCNC to provide technical assistance to LEAs during migration to the NC Ed Cloud in years 2-4. Contract in place by 01/01/2012. MCNC will finish migrations by 07/01/2014.	Phil Emer	Contract in place by 01/01/2012	400,000	RttT	2011-12	N
				Ed Chase	Migrations complete by 07/01/2014	400,000	RttT	2012-13	N
				Jerry Bunn		400,000	RttT	2013-14	N
(A)(2) NC Cloud	Objective 6: Deploy an NC Education Cloud infrastructure and service delivery platform.	5	By 07/01/2014, deploy Statewide a Service Delivery Platform, including Learning Management Systems, Web Collaboration Tools, Identity Management, and Learning Objects Repositories; that increases efficiency and reliability, and decreases cost to LEAs and charters schools.	Phil Emer	Decrease Cost	5,133,200	RttT	2011-12	N
				Ed Chase	Increase IT Efficiency	4,958,802	RttT	2012-13	N
				Neill Kimrey	Increase IT Reliability	3,010,751	RttT	2013-14	N
		5	By 07/01/2014, deploy Statewide an Infrastructure Platform that will include persistent and on-demand infrastructure systems, and that increase efficiency and reliability, and reduces personnel needs and overall cost in LEAs and charter schools.	Phil Emer, Ed Chase	Increase IT Efficiency	1,300,000	RttT	2011-12	N
					Increase IT Reliability	1,600,000	RttT	2012-13	N
					Increase Number of LEA Technical Staff Supporting Instruction	1,000,000	RttT	2013-14	N
					Decrease Cost				

Total Budget for *Required* Activities in 2010-11: \$ 13,331,911

2011-12: \$ 7,938,540

2012-13: \$ 8,067,625

2013-14: \$ 5,301,300

Total Budget for *Required* RttT Activities: \$ 34,639,376

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
A2 Eval

Total RttT Funding Budgeted (over four years):

\$9,498,277

Total RttT Funding Budgeted for Required Activities:

\$ 9,498,277

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
		ALL	<p>2010-11 Activities:</p> <p>By March 2011, begin process evaluation assessing the progress in developing and implementing the RttT initiatives (ongoing)</p> <ul style="list-style-type: none"> o Develop logic models and theories of action, begin data collection at the state and local level, and assess progress and process as initially developed. <p>By April 2011, conduct baseline of analysis of local education expenditures in preparation for cost analyses, which will specifically include the technology initiative.</p> <p>By June 2011, begin to design and organize database for future formative assessments, to be conducted in years 2 & 3.</p>	<p>Gary Henry, Glenn Kleiman, Ludy van Broekhuizen, Trip Stallings</p>	<p>Interim Process & Implementation Evaluation Reports (for multiple initiatives)</p> <p>Expenditure Baseline of Analysis</p> <p>1st Stage – Longitudinal Database</p>	\$ 1,340,756	RttT	2010-11	

ALL	<p>2011-12 Activities:</p> <p>By September 2011, design instruments to collect data from teachers and principals: surveys, interview protocols, and focus group protocols.</p> <p>By October 2011, observe and develop coding for high-tech recording systems designed to record teachers' practice (to assess instructional practices after participating in professional development).</p> <p>By November 2011, develop baseline estimates of the distribution of higher-quality teachers and school leaders, revised from initial RttT proposal estimates.</p> <p>By December 2011, develop and work with DPI to collect data on RttT program participation.</p> <p>By June 2012, produce formative assessments of the efforts to transform the lowest-performing schools.</p> <p>Continue to receive and manage a longitudinal data base, using data from DPI, UNC GA, and other related state agencies, as applicable (ongoing).</p>	<p>Gary Henry, Glenn Kleiman, Ludy van Broekhuizen, Trip Stallings</p>	<p>Survey Instruments</p> <p>Interview Protocols</p> <p>Focus Group Protocols</p> <p>Observational Coding Schemes</p> <p>HQ Teacher and Leader Baseline (Revised Figures)</p> <p>LEA RttT Program Participation Report</p> <p>District and School Transformation Formative</p>	\$ 2,516,558	RttT	2011-12	

<p>(A)(2) Evaluation</p>	<p>Objective EVAL 1: Conduct evaluations of all RttT initiatives to inform continuous improvement and future policy and funding decisions.</p>	<p>ALL</p>	<p>2012-13 Activities:</p> <p>By October 2012, produce formative assessments of the "promising practices" that received the highest priority in 2011-12, including professional development.</p> <p>By November 2012, conduct a local education agency cost assessment</p> <ul style="list-style-type: none"> o Examine the expenditure patterns and implementation of local education agency expenditures and activities. <p>By March 2013, develop estimates of trends and changes in the distribution of higher-quality teachers and school leaders.</p> <p>Revisit initiative implementation (ongoing).</p> <p>Continue to obtain and manage longitudinal data for assessing program outcomes (ongoing).</p>	<p>Gary Henry, Glenn Kleiman, Ludy van Broekhuizen, Trip Stallings</p>	<p>Professional Development Initiative Formative Assessment Report</p> <p>Additional Formative Assessment Reports for Priority Activities (TBD)</p> <p>Initial Report – Changes in HQ Teacher and Leader Distribution</p> <p>Process & Implementation Evaluation Reports (for multiple initiatives)</p>	<p>\$ 2,586,271</p>	<p>RttT</p>	<p>2012-13</p>	
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			<p>FY 2013-2014 Activities:</p> <p>By October 2013, complete assessment and provide feedback on "promising practices."</p> <p>By November 2013, conduct an overall cost and sustainability analysis of the RttT initiatives.</p> <p>By March 2014, conduct an analysis of the local expenditure patterns associated with the greatest improvements in student achievement, student on-time progress and graduation, and increasing quality of teachers and school leaders.</p> <p>By August 2014, assess the preliminary impacts of the highest-priority initiatives, including professional development, efforts to turn around the lowest performing schools, and initiatives to increase the supply and equitable distribution of high quality teachers and leaders.</p>	<p>Gary Henry, Glenn Kleiman, Ludy van Broekhuizen, Trip Stallings</p>	<p>"Promising Practices" Reports (multiple initiatives & overall)</p> <p>Cost and Sustainability Analysis</p> <p>Promising Local Expenditure Pattern Report</p> <p>Overall Impact of RttT – Preliminary Report (will include initiative-level impact evaluations)</p>	<p>\$ 3,054,692</p>	<p>RttT</p>	<p>2013-14</p>	
	ALL								

Total Budget for *Required* Activities in 2010-11: \$ 1,340,756

2011-12: \$ 2,516,558

2012-13: \$ 2,586,271

2013-14: \$ 3,054,692

Total Budget for *Required* RttT Activities: \$ 9,498,277

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
B3 Transition to New Standards and Assessments

Total RttT Funding Budgeted (over four years):

\$0

Total RttT Funding Budgeted for Required Activities:

\$ -

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(B)(3) Standards and Assessment	Objective 1: Develop and disseminate instructional resources to help educators develop a deep understanding of the new standards in an effort to increase student outcomes.	1 and 2	Create a plan and strategy to locate the best resources aligned to the Common Core State Standards.	Angela Quick, Cindy Bennett, Curriculum Staff	Inventory of resources available of the NC Curriculum Website as compared to other states in the CCSS.	N/A	State	2010-11	N
		1 and 2	Nov 2010 - Feb 2011: Develop and Publish Unpacking of the New Standard.	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2010-11	N
		1 and 2	Nov 2010 - Mar 2011: Develop and Publish Content Specific Formative Assessment (including examples of Assessment Tasks and Items)	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2010-11	N
		1 and 2	Nov 2010 - April 2011: Develop and Publish Crosswalk Documents (per course or grade level)	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2010-11	N
		1 and 2	Nov 2010 - April 2011: Develop and Publish Glossary of Terms (per course or grade level)	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2010-11	N
		1 and 2	Jun 2011 - August 2011: Develop and Publish Graphic Organizer (per course or grade level)	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2010-11	N
		1 and 2	April 2011 - August 2012: Develop and Publish Classroom Examples/Video Vignettes (for selected standards)	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2011-12	N

		1 and 2	April 2011 - August 2012: Develop and Publish Learning Experiences/Lesson Plans (for selected standards)	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation <u>Team Reports</u>	N/A	State	2011-12	N
		1 and 2	April 2011 - August 2012: Develop and Publish Pacing Guide Exemplars (for selected standards)	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation <u>Team Reports</u>	N/A	State	2011-12	N
		1 and 2	April 2011 - August 2012: Develop and Publish Additional Curricular Tools and Resources (for selected standards)	Angela Quick, Cindy Bennett, Curriculum Staff	*Completion and Publication by due date; *Ongoing Field Feedback *Evaluation <u>Team Reports</u>	N/A	State	2011-12	N
(B)(3) Standards and Assessment	Objective 2: Develop and publish a communication schedule that identifies opportunities to build knowledge among teachers, staff, and administrators.		**See C3 objective for plan and budget**						
(B)(3) Standards and Assessment	Objective 3: Develop and publish an online assessment Best Practices Guide, which will address issues of scheduling, financial planning, and technical requirements.		Identify districts and schools to meet with and schedule meetings to discuss use of online assessments (successes, lessons learned, needs, etc)	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, <u>Cynthia Sartain</u>	Meetings scheduled and on the calendar for all identified by Dec 2010	-	State	2010-11	N
			Organize findings and outline Best Practices Guide	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, <u>Cynthia Sartain</u>	Outline finalized by March 2011	-	State	2010-11	N
			Complete Initial draft of Best Practices Guide	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, <u>Cynthia Sartain</u>	Draft submitted for review by April 2011	-	State	2010-11	N
			Finalize Best Practices Guide and publish to the website	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, <u>Cynthia Sartain</u>	Document approved and posted by June 2011	-	State	2010-11	N
			Present Best Practice Guide to the State Board	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, <u>Cynthia Sartain</u>	Complete State Board presentation by August 2011	-	State	2011-12	N

			Present Best Practices Guide to LEAs/Charter Schools through conferences and regional meeting	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Sessions on Online Assessments at scheduled conferences in 2011	-	State	2011-12	N
(B)(3) Standards and Assessment	Objective 4: Provide professional development on the new standard course of study and related assessments.	1 and 2	Develop and Deploy Professional Development Modules to support new standards and assessments starting in April 2011.	ERD, PDI Team, Contractors, Angela Quick, Cindy Bennett, Curriculum Staff	See D(5)	See D(5)	RttT	2010-11	N
		1 and 2	Develop and Deploy Professional Development Modules to support new standards and assessments with first priority trainings conducted by August 2012.	ERD, PDI Team, Contractors, Angela Quick, Cindy Bennett, Curriculum Staff	See D(5)	See D(5)	RttT	2011-12	N

Total Budget for Required Activities in 2010-11: \$ -

2011-12: \$ -

2012-13: \$ -

2013-14: \$ -

Total Budget for Required RttT Activities: \$ -

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
C2 State Data Use**

Total RttT Funding Budgeted (over four years):

\$0

Total RttT Funding Budgeted for Required Activities:

\$ -

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(C)(2) State Longitudinal Data	Objective 1: Continue providing data and information products that stakeholders can use to inform their decisions regarding policy and services.	5	Launch CEDARS P-13 Data Warehouse (make registration and access available online to all LEAs and charter schools) by May 2011, and operate going forward.	Adam Levinson, Ben Comer, Mike Veckenstedt	CEDARS P-13 Data Warehouse available online to all LEAs and charter schools by May 2011.	700,000	Other Federal	2010-11	R
						TBD	State	2011-12	R
						TBD	State	2012-13	R
						TBD	State	2013-14	R
		5	Publish NC School Report Card and other associated Accountability reports and web-tools featuring end-of-grade and end-of-course test scores, participation rates, graduation rates.	Angela Quick, Lou Fabrizio, Ken Barbour, Traci Blount	Publish on DPI website in accordance with established annual schedules.	N/A	State	2010-11	R
						N/A	State	2011-12	R
						N/A	State	2012-13	R
						N/A	State	2013-14	R
		5	Provide data files to NC Education Research Data Center in accordance with established calendars (multiple delivery dates over course of year).	Karl Pond	All files delivered in accordance with established schedule.	N/A	State	2010-11	R
						N/A	State	2011-12	R
						N/A	State	2012-13	R
						N/A	State	2013-14	R
		5	Provide data files to Employment Security Commission for Common Follow-up System in accordance with established calendars (multiple delivery dates over course of year).	Karl Pond	All files delivered in accordance with established schedule.	N/A	State	2010-11	R
						N/A	State	2011-12	R
						N/A	State	2012-13	R
						N/A	State	2013-14	R
		5	Provide data files to Education Value-Added Assessment System (EVAAS) in accordance with established calendar and as needed for ad hoc analyses.	Karl Pond, Kris Knowler	All files delivered in accordance with established schedule.	N/A	State	2010-11	R
						N/A	State	2011-12	R
						N/A	State	2012-13	R
						N/A	State	2013-14	R
		5	Ensure that all LEAs and Charter Schools have access to EVAAS data.	Kris Knowler	Statewide EVAAS license in place. All LEAs and charters enabled with access to EVAAS.	1,845,000	State	2010-11	R
						1,845,000	State	2011-12	R
						1,845,000	State	2012-13	R
						1,845,000	State	2013-14	R
(C)(2) State	Objective 2: Provide professional development on CEDARS business	2,5	Deliver training to all LEAs and charter schools, per above training plan (by April 30, 2010).	CEDARS Project Team (Ben Comer), Policy & Strategic Planning staff (Adam Levinson, Kayla Siler), DPI Enterprise Training Team	Training complete for 2 people per LEA and 1 person per Charter (approx 330 users trained) by April 30, 2011.	200,000	Other Federal	2010-11	N
						N/A	State	2010-11	N

Longitudinal Data	development on CEDARS business intelligence tools and how to produce annual and longitudinal reports.				Deliver professional development webinars and sessions at various conferences throughout year (dates TBD).	N/A	State	2011-12	R
						N/A	State	2012-13	R
		2,5	Support use of CEDARS longitudinal data warehouse through webinars and sessions at various annual Statewide and regional conferences and technical assistance events.	CEDARS operational staff, Policy & Strategic Planning staff		N/A	State	2013-14	R
		2,5	See also DSW for Section D5, which contains deliverables related to professional development on data literacy.						

Total Budget for *Required* Activities in 2010-11: \$ 2,745,000
 2011-12: \$ 1,845,000
 2012-13: \$ 1,845,000
 2013-14: \$ 1,845,000
Total Budget for *Required* RttT Activities: \$ 8,280,000

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
State Required Activities**

C3 Instructional Improvement System

Total RttT Funding Budgeted (over four years):

\$ 23,299,248

Total RttT Funding Budgeted for Required Activities:

\$ 23,299,248

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(C)(3) Data and Assessment Tools for Educators	Objective 1: Develop and implement a statewide Instructional Improvement System (IIS).	5	May 2010; Assign Project Manager	Project Sponsor	PM assigned by 5/2010	-	N/A	2010-11	
		5	July 2010 - June 2011; IIS Project Manager Salary	Project Manager	PM working on IIS	74,000	State	2010-11	R
		5	June 2010 - October 2010; Conduct meetings with potential vendors to learn about products on the market and catalogue tool features	Project Manager	Met with applicable vendors and documented tool features	-	N/A	2010-11	N
		5	August 2010; Develop IIS Workgroup from internal DPI staff to develop vision for the IIS	Project Sponsor; Project Manager; IIS Workgroup	IIS workgroup members assigned 8/10/2010	-	N/A	2010-11	N
		5	Sept 2010- June 2011; Hold IIS Workgroup Meetings for Vision Development (Weekly until December then biweekly) for visioning of IIS	Project Manager, IIS Workgroup	Meetings held Sept 2010 - June 2011; Vision documents developed by 12/10/10	-	N/A	2010-11	N
		5	November 2010: Develop Leadership Groups for IIS, including IIS Leadership, External Stakeholders, and IIS/Cloud Cross functional group to provide input into IIS	Project Manager	Workgroups developed by November 2010	-	N/A	2010-11	N
		5	November 2010 - June 2011; Hold IIS Leadership meetings; Bi-weekly through December and monthly through June 2011	Project Manager & IIS Leadership Groups	Workgroup meetings held biweekly from Nov 2010 - June 2011	-	N/A	2010-11	N
		5	December 2010: Hire Project Coordinator	Project Manager & IIS Leadership Groups	PC hired	-	N/A	2010-11	N
		5	December 2010 - June 2011; Project Coordinator works on IIS - Salary	Project Coordinator	PC working on project	40,000	RttT	2010-11	R
		5	December 2010 - June 2011; Project Coordinator works on IIS - Fringe Benefits	Project Coordinator	PC working on project	9,729	RttT	2010-11	R
		5	Dec 2010; Purchase equipment (Computer) for Project Coordinator	Project Manager, administrative asst	Equipment procured	1,500	RttT	2010-11	N
		5	Dec 2010 - June 2011; Support travel for requirements gathering	Project Manager, Project Coordinator	Travel to meetings	1,200	RttT	2010-11	N
		5	November 2010 - June 2011; Purchase needed office supplies	Project Manager, Project Coordinator	N/A	500	RttT	2010-11	R
			November 2010; Write an RFP for a planning contract for the IIS; The planning contract will be for a team of consultants to conduct a variety of activities to gather the business requirements and detail the vision for the IIS.	Project Manager, IT PM, FBS	RFP completed by 11/30/2010	-	N/A	2010-11	
		5	December 2010 - June 2011; Contract with a vendor to capture the vision for the IIS, document business requirements, determine technical specifications, and write the RFP	Project Manager, Project Coordinator; Planning team (contractor)	Business specs and rfp completed by end of June 2011	2,500,000	RttT	2010-11	N

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
State Required Activities**

C3 Instructional Improvement System

Total RttT Funding Budgeted (over four years):

\$ 23,299,248

Total RttT Funding Budgeted for Required Activities:

\$ 23,299,248

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
		5	December 2010 - June 2011; Develop vision and determine specifications through a variety of activities, including: - External focus groups (40+) with the field, including teachers, administrators, organizations, principals, etc. - Internal focus groups and meetings with DPI staff to develop ideas for the IIS and to determine the systems that should interface - Share ideas/vision with IIS working and leadership groups - Write RFP, including business and technical specifications	Project Manager, Project Coordinator; Planning team (contractor)	Focus groups held, ideas documented, vision shared with leadership; Business specifications completed by April 2011; RFP completed by June 2011	same as above	N/A	2010-11	
		5	July 2011 - June 2012; IIS Project Manager Salary	Project Manager	PM working on IIS	74,000	State	2011-12	R
			IIS Workgroups continue to meet and provide input into IIS development	Project Manager, Project Coordinator, Workgroup members	Workgroup meetings held monthly	-	N/A	2011-12	N
		5	July 2011 - June 2012; Project Coordinator works on IIS-Salary	Project Coordinator	PC working on project	82,400	RttT	2011-12	R
		5	July 2011 - June 2012; Project Coordinator works on IIS - Fringe Benefits	Project Coordinator	PC working on project	20,502	RttT	2011-12	R
		5	Dec 2011 - June 2012; Support travel for IIS development	Project Manager, Project Coordinator	Travel to meetings	2,400	RttT	2011-12	
		5	November 2010 - June 2011; Purchase needed office supplies	Project Manager, Project Coordinator	N/A	1,000	RttT	2011-12	R
		5	July 2011 - June 2012; Contract with a vendor to develop items for the IIS Assessment module; Items will vary in format and will include multiple-choice, open ended, constructed response, and technology enhanced items	Project Manager, Project Coordinator	N/A See below	1,250,000	RttT	2011-12	N
		5	July 2011 - June 2012; Purchase and modify a tool that can develop and deploy daily and curriculum assessments	Project Manager, Project Coordinator	N/A; See below	4,000,000	RttT	2011-12	N
		5	July 2011 - June 2012; Purchase and modify a tool that will diagnostically assess students	Project Manager, Project Coordinator	N/A; See below	5,211,255	RttT	2011-12	N
		5	July 2011 - June 2012; Purchase and modify/develop dashboard and reporting tools for the IIS	Project Manager, Project Coordinator	N/A; See below	1,000,000	RttT	2011-12	N
		5	July 2012 - June 2013; IIS Project Manager Salary	Project Manager	PM working on IIS	74,000	State	2012-13	R
			IIS Workgroups continue to meet and provide input into IIS development	Project Manager, Project Coordinator, Workgroup members	Workgroup meetings held quarterly	-	N/A	2012-13	N
		5	July 2012 - June 2013; Project Coordinator works on IIS-Salary	Project Coordinator	PC working on project	84,872	RttT	2012-13	R

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
State Required Activities**

C3 Instructional Improvement System

Total RttT Funding Budgeted (over four years):

\$ 23,299,248

Total RttT Funding Budgeted for Required Activities:

\$ 23,299,248

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
		5	July 2012 - June 2013; Project Coordinator works on IIS - Fringe Benefits	Project Coordinator	PC working on project	21,439	RttT	2012-13	R
		5	Dec 2012 - June 2013; Support travel for IIS development	Project Manager, Project Coordinator	Travel to meetings	2,400	RttT	2012-13	
		5	November 2010 - June 2011; Purchase needed office supplies	Project Manager, Project Coordinator	N/A	1,000	RttT	2012-13	R
		5	July 2012 - March 2013; Continue with the contract with a vendor to develop items for the IIS Assessment module; Items will vary in format and will include multiple-choice, open ended, constructed response, and technology enhanced items. **Some recurring costs related to item development to refresh the item pool	Project Manager, Project Coordinator	Items developed and ready for upload into the IIS by March 2013	250,000	RttT	2012-13	R
		5	July 2012 - June 2013; Continue to purchase and modify a tool that can develop and deploy daily and curriculum assessments	Project Manager, Project Coordinator	Assessment tool developed and ready for deployment to LEAs/Charters by June 2013	1,250,000	RttT	2012-13	N
		5	July 2012 - June 2013; Continue to purchase and modify a tool that will diagnostically assess students	Project Manager, Project Coordinator	Diagnostic tool developed and ready for deployment to LEAs and Charters by June 2013	1,529,108	RttT	2012-13	N
		5	Continue to modify/develop dashboard and reporting tools for the IIS	Project Manager, Project Coordinator	Dashboard and reporting tools developed and ready for deployment to LEAs and Charters by June 2013	500,000	RttT	2012-13	N
		5	July 2013 - June 2014; IIS Project Manager Salary	Project Manager	PM working on IIS	74,000	State	2013-14	R
			IIS Workgroups continue to meet and provide input into IIS development	Project Manager, Project Coordinator, Workgroup members	Workgroup meetings held quarterly	-	N/A	2013-14	N
		5	July 2013 - August 2012; Project Coordinator works on IIS- Salary	Project Coordinator	PC working on project	102,425	RttT	2013-14	N
		5	July 2013 - June 2012; Project Coordinator works on IIS - Fringe Benefits	Project Coordinator	PC working on project	26,347	RttT	2013-14	N
		5	Dec 2013 - June 2014; Support travel for IIS development	Project Manager, Project Coordinator	Travel to meetings	2,800	RttT	2013-14	
		5	November 2010 - June 2011; Purchase needed office supplies	Project Manager, Project Coordinator	N/A	1,167	RttT	2013-14	N

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
State Required Activities**

C3 Instructional Improvement System

Total RttT Funding Budgeted (over four years):

\$ 23,299,248

Total RttT Funding Budgeted for Required Activities:

\$ 23,299,248

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
		5	July 2013 - June 2014; Roll out IIS and tools; Pay licensing and subscription fees for LEAs and Charters to use the IIS tool	Project Manager, Project Coordinator	Fees paid for LEAs and Charters so they can access the IIS for the 2013 - 2014 school year	3,662,285	RttT	2013-14	R
		5	July 2013 - June 2014; Track usage statistics for IIS; Work with evaluation team to determine what data to capture to explore stakeholder use and satisfaction with the tool.	Project Manager, Project Coordinator	Evaluation plans (See section A2)	--	N/A	2013-14	N
			INDIRECT COSTS			11,464	RttT		
			INDIRECT COSTS			75,345	RttT		
			INDIRECT COSTS			43,007	RttT		
		n/a	INDIRECT COSTS			584,253	RttT		
(C)(3) Data and Assessment Tools for Educators	Objective 2: Purchase tools for which LEAs can subscribe via the IIS.	5	Purchase tools for LEAs	Project Manager & Project Coordinator	Tools purchased and available for LEA use		Local	2013-14	R
		2	July 2011 - December 2011; Continue to develop the Data Guide Pt 1: Using Data to Improve Instruction; Roll out data guide to field in conjunction with PD initiative (Section D)	PD Team, IIS Proj Mgr, IIS Proj Coord, Contractor	Completed Data Guide - pdf; Posted on Website by December 2011	10,000	RttT	2011-12	N
		2	January 2012 - July 2012; Develop part 2 of the data guide; Data Guide Pt 2: Using the IIS System	PD Team, IIS Proj Mgr, IIS Proj Coord, Contractor	N/A See below	10,850	RttT	2011-12	N
		2	July 2012 - June 2013; Continue to develop and post part 2 of the data guide: Data Guide Pt 2: Using the IIS System; Roll out data guide to field in conjunction with PD initiative (Section D)	PD Team, IIS Proj Mgr, IIS Proj Coord, Contractor	Completed Data Guide posted on the website by June 2013	10,000	RttT	2012-13	N
		4	Create effective identity, messaging, and narrative tools to explain and support transitions to new curriculum essential standards, new school accountability model and new student assessments. Winter-spring 2011. Key Deliverables include: identity materials, story-board for explaining the changes fueled by Race to the Top funds, development criteria to ensure fidelity to identity and change story to enable development of shared vision and goals with statewide education community.	Vanessa Jeter, RttT Communications Specialist, Contractor	Delivery of Materials by March 2011	25,000	RttT	2010-11	n

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
State Required Activities**

C3 Instructional Improvement System

Total RttT Funding Budgeted (over four years):

\$ 23,299,248

Total RttT Funding Budgeted for Required Activities:

\$ 23,299,248

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
		4	Develop NC RttT Website	Vanessa Jeter, RttT Communications Specialist, NCDPI Communications staff.	Website posted - Sept 2010	-	RttT	2010-11	N
		4	Develop an introductory video for stakeholders to make them aware of impending changes to standards, accountability model, assessments, and teacher eval system.	Vanessa Jeter, RttT Communications Specialist, NCDPI Communications staff.	Videos developed and ready for distribution - December 2010	8,000	RttT	2010-11	N
		4	Development and production of print materials produced to introduce NC's RttT plan to local school communities. Distribution to each school district and charter.	Vanessa Jeter, RttT Communications Specialist, NCDPI Communications staff.	Materials distributed: March 2011	25,000	RttT	2010-11	N
		4	Build cadre of teacher and principal ambassadors in each school to help communicate the reasons and mechanisms for the changes underway in curriculum, accountability and educator evaluation. Participants will include at least 2 teachers per school, each school principal and superintendent. Key Deliverables Include: Toolkits, regional meetings, email/listserv and social media links	Vanessa Jeter, RttT Communications Specialist, NCDPI Communications staff	Toolkits : Sept 2011 Teachers identified: August 2011. Regional events held with teacher representatives and principals: fall 2011. Email and Social media connections: fall 2011	300,000	RttT	2011-12	N
		4	Create and distribute teacher calendars for the 2011-12 school year that embed information about key RttT deadlines and other professional development initiatives.	Vanessa Jeter, RttT Communications Specialist, NCDPI Communications staff.	Calendars delivered by August 2011	150,000	RttT	2011-12	N
		4	Create parent resource podcasts about new standards, new student assessments and new accountability model to distribute online and via social media fall of 2011 along with an online guide for parents.	Vanessa Jeter, RttT Communications Specialist, NCDPI Communications staff.	Podcasts posted by December 2011	80,000	RttT	2011-12	N
		4	Creating a 'concierge service' at DPI to enhance communication with LEAs and schools. DPI staff will be linked with personnel in each of the LEAs and Charter Schools. DPI staff will be trained in customer services, DPI services, key areas and work of the agency, etc	Vanessa Jeter, Angela Quick, Rebecca Garland, Peter Asmar, Philip Price, June Atkinson and DPI Staff	Concierge staff selection, training, collaborative tool and marketing of service to be completed by December 2012.	\$5,000	RttT	2011-12	N

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
State Required Activities**

C3 Instructional Improvement System

Total RttT Funding Budgeted (over four years):

\$ 23,299,248

Total RttT Funding Budgeted for Required Activities:

\$ 23,299,248

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
		4	Materials created and distributed to describe and explain new student tests and accountability model for schools to educators, parents, business leaders and government officials.	Vanessa Jeter, RttT Communications Specialist, NCDPI Communications staff.	Developed and distributed; June 2013	\$150,000	RttT	2012-13	N
		4	Develop teacher and principal online resource with content management system to facilitate idea/resource exchange to optimize shared knowledge and to build collaboration across schools and districts and to showcase best practices	Vanessa Jeter, Angela Quick, RttT Communications Specialist, Contractors.	Online resource created by fall 2013.	\$147,000	RttT	2012-13	N
		4	Materials created and distributed to describe and explain new student tests and accountability model for schools to educators, parents, business leaders and government officials.	Vanessa Jeter, RttT Communications Specialist, NCDPI Communications staff.	Developed and distributed; June 2014	\$110,000	RttT	2013-14	N
			See PD Section - Section D						
(C)(3) Data and Assessment Tools for Educators	Objective 4: Provide professional development through data coaches.		See PD Section - Section D						

Total Budget for *Required* Activities in 2010-11: \$ 2,684,929

2011-12: \$ 12,197,407

2012-13: \$ 4,019,819

2013-14: \$ 3,979,024

Total Budget for *Required* RttT Activities: \$ 22,881,179

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D2 Educator Eval Tool**

Total RttT Funding Budgeted (over four years):

\$5,320,100

Total RttT Funding Budgeted for Required Activities:

\$ 5,320,100

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(2) Teacher and Principal Evaluation	Objective 1: Implement teacher and principal evaluation processes statewide.		Create evaluation instruments and processes for classifications that are not classroom teachers or school based administrators. These include instructional technology teachers and media coordinators, guidance counselors, school psychologists, speech pathologists, social workers.	Project Sponsor, PD Team	6 new instruments developed for each of the identified classifications and implemented statewide	\$480,930	RttT	2010-11	N
		2	License for McRel Tool	McRel		\$1,205,025	RttT	2010-11	R
			License for McRel Tool	McRel	Complete online implementation by July 2011	\$1,205,025	RttT	2011-12	R
			License for McRel Tool	McRel		\$1,205,025	RttT	2012-13	R
			License for McRel Tool	McRel	Full Implementation	\$1,205,025	RttT	2013-14	N
(D)(2) Teacher and Principal Evaluation	Objective 2: Add explicit student growth data component to teacher and principal evaluation processes.	2	Add a 6th standard to the Teacher Evaluation Process and an 8th standard for the Principal Evaluation Process for Measures of Student Growth (by 2010-2011 school year)	Project Sponsor, PD Team	Standards for measuring growth added to the instrument and fully implemented in evaluation processes	\$19,070	RttT	2010-11	N

Total Budget for *Required* Activities in 2010-11: \$ 1,705,025

2011-12: \$ 1,205,025

2012-13: \$ 1,205,025

2013-14: \$ 1,205,025

Total Budget for *Required* RttT Activities: \$ 5,320,100

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D2 Performance Incentives

Total RttT Funding Budgeted (over four years):

\$15,991,459

Total RttT Funding Budgeted for Required Activities:

\$ 15,991,459

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(2) Teacher and Principal Evaluation	Objective 4: Determine and develop compensation models, including implementation of compensation models in the lowest-achieving schools.		Develop and implement compensation model for compensation of certified personnel in the lowest-achieving schools.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Compensation Model in place and compensation supplied to eligible staff for 2010-2011	\$2,245,485	RttT	2010-11	
		2	Implement compensation model for compensation of certified personnel in the lowest-achieving schools.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Compensation Model in place and compensation supplied to eligible staff for 2011-2012	\$4,422,364	RttT	2011-12	
		4	Provide bonuses for classroom teachers whose students have achieved higher than expected growth and continue with compensation model in place for all other personnel.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Bonuses paid based on expected growth and compensation model still being implemented	\$4,661,805	RttT	2012-13	
			Provide bonuses for classroom teachers whose students have achieved higher than expected growth and continue with compensation model in place for all other personnel.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Bonuses paid based on expected growth and compensation model still being implemented	\$4,661,805	RttT	2013-14	

Total Budget for Required Activities in 2010-11: \$ 2,245,485

2011-12: \$ 4,422,364

2012-13: \$ 4,661,805

2013-14: \$ 4,661,805

Total Budget for Required RttT Activities: \$ 15,991,459

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D2 Educator Effectiveness

Total RttT Funding Budgeted (over four years):

\$700,840

Total RttT Funding Budgeted for Required Activities:

\$ 700,840

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(2) Teacher and Principal Evaluation	Objective 2: Add explicit student growth data component to teacher and principal evaluation processes.		Establish 50 teacher workgroups to create assessments (pre and post) for untested courses (travel and substitutes)	50 teacher workgroups, PD Team	Recommendations provided by workgroups for assessments for untested courses	\$200,840	RttT	2010-11	N
			Engage accountability staff to test reliability and validity of recommended assessments from the workgroups (collaboration with other states, consortia, existing practices within our state, etc)	Accountability Staff		TBD	State	2011-12	
(D)(2) Teacher and Principal Evaluation	Objective 3: Create the Educator Effectiveness Workgroup to develop long-term system for integrating student growth data into evaluations for all teachers and principals.	2.1 and 2.2	Develop and validate a student academic growth factor and develop longer-term system for integrating student growth data into teacher and principal evaluations for all teachers and principals (including new growth measured through the new assessments developed for untested courses).	Project Sponsors	validated as reliable measure for using student growth to evaluate teacher effectiveness. Long-term system in place for integrating growth measure into <u>all</u> teacher and principal evaluations.	\$500,000	RttT	2010-11	N

Total Budget for *Required* Activities in 2010-11: \$ 700,840

2011-12: \$ -

2012-13: \$ -

2013-14: \$ -

Total Budget for *Required* RttT Activities: \$ 700,840

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D3 Leadership Academies

Total RttT Funding Budgeted (over four years):

\$18,608,809

Total RttT Funding Budgeted for Required Activities:

\$ 18,608,809

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(3) Regional Teacher & Leader Effectiveness	Objective 1: Develop and implement regional leadership academies to recruit, prepare, and support highly-effective principals.	2	Design and develop RLA models in consultation with independent experts including establishing objectives, time lines, implementation plan and evaluation processes. Ensure RLA design will engage participants in addressing issues similar to those they will face on the job, working through relevant data, problem identification, consideration of alternative solutions, and decision-making. Establish a meaningful Professional Learning Community within RLA Cohorts. Recruit and select new principals for Cohort 1 (25 candidates) ensuring applicants have the expertise, commitment and disposition to lead transformative change in a low-performing school. <i>Jan 2011 - Jun 2011</i>	Project Sponsor, External Partners	Formative Evaluation of Design via RttT Evaluation Teams ?	\$400,000	RttT	2010-11	
		2	Conduct RLA startup including additional design consultation, faculty selection and establishment. <i>Jan 2011 - Jun 2011</i>	Project Sponsor, External Partners	Formative Evaluation of Design via RttT Evaluation Teams	\$357,488	RttT	2010-11	
		2	Refine Design of RLA models in consultation with independent experts including refining implementation plan and evaluation processes. Recruit and select new principals in Cohort 2 (75 candidates) <i>Jun 2011 - Jun 2012</i>	Project Sponsor, External Partners	Formative Evaluation of Design via RttT Evaluation Teams	\$400,000	RttT	2011-12	
		2	Launch RLAs for Cohort 1 <i>July 2011</i> Conduct RLAs (Cohort 1, Year 1) focusing on acquiring skills and abilities that allow principals to lead transformational change within low-performing schools with a focus on effective instructional leadership and improving student outcomes. <i>July 2011 - July 2012</i> Recruit and select new principals in Cohort 3 (75 candidates) <i>Jun 2011 - Jun 2012</i>	Project Sponsor, External Partners	within RLA *Evaluation by RLA faculty of growth in knowledge and skills of cohort members *RLA participation survey data about effectiveness of preparation.	\$1,326,031	RttT	2011-12	

		2	Conduct RLAs (Cohort 1, Year 2) <i>July 2012 - July 2013</i> Launch RLAs for Cohort 2 <i>July 2012</i> Conduct RLAs (Cohort 2, Year 1) <i>July 2012 - July 2013</i>	Project Sponsor, External Partners	within RLA *Evaluation by RLA faculty of growth in knowledge and skills of cohort members *RLA participation survey data about effectiveness of preparation.	\$7,958,842	RttT	2012-13	
		2	Conduct RLAs (Cohort 2, Year 2) <i>July 2013 - Aug 2014</i> Launch RLAs for Cohort 3 <i>July 2013</i> Conduct RLAs (Cohort 3, Year 1) <i>July 2013 - July 2014</i>	Project Sponsor, External Partners	*Retention Rates within RLA *Evaluation of by RLA faculty growth in knowledge and skills of cohort members *RLA participation survey data about effectiveness of preparation. *Student performance and growth in schools in which a Cohort 1 leaders is employed.	\$8,166,448	RttT	2013-14	

Total Budget for *Required* Activities in 2010-11: \$ 757,488

2011-12: \$ 1,726,031

2012-13: \$ 7,958,842

2013-14: \$ 8,166,448

Total Budget for *Required* RttT Activities: \$ 18,608,809

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D3 Teach for America

Total RttT Funding Budgeted (over four years):

\$7,369,400

Total RttT Funding Budgeted for Required Activities:

\$ 7,369,400

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(3) Regional Teacher & Leader Effectiveness	Objective 2: Increase the number of highly-qualified teachers in low-income rural areas and low-performing urban schools.	2	Enable expansion of Teach for America (from 395 to 550 over the next four years)	Project Sponsor	Increase TFA teachers by 25	\$625,650	RttT	2010-11	
		2	Enable expansion of Teach for America	Project Sponsor	Increase TFA teachers by 35	\$1,662,750	RttT	2011-12	
		2	Enable expansion of Teach for America	Project Sponsor	Increase TFA teachers by 45	\$2,498,500	RttT	2012-13	
		2	Enable expansion of Teach for America	Project Sponsor	Increase TFA teachers by 50	\$2,582,500	RttT	2013-14	

Total Budget for *Required* Activities in 2010-11: \$ 625,650

2011-12: \$ 1,662,750

2012-13: \$ 2,498,500

2013-14: \$ 2,582,500

Total Budget for *Required* RttT Activities: \$ 7,369,400

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D3 NC Teacher Corps

Total RttT Funding Budgeted (over four years):

\$5,100,000

Total RttT Funding Budgeted for Required Activities:

\$ 5,100,000

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(3) Regional Teacher & Leader Effectiveness	Objective 2: Increase the number of highly-qualified teachers in low-income rural areas and low-performing urban schools.		Develop a North Carolina Teacher Corps to recruit in-state talent for high-need schools not served by TFA (to begin 2011-2012 school year)	ERD and Contractors	Launch Teacher Corp with programs planned and documented	\$100,000	RttT	2010-11	
			Recruit and prepare NC college graduates to participate in the first cohort of NC Teacher Corps - 50 participants by beginning of 2011-2012 school year)	ERD and Contractors	First participants assigned to low-performing rural schools	\$1,000,000	RttT	2011-12	
			Expand NC Teacher Corps - additional 100 participants by 2012-2013 school year	ERD and Contractors	Increase number of participatns and assignments to low-performing rural schools	\$2,000,000	RttT	2012-13	
			Expand NC Teacher Corps - additional 100 participants by 2013-2014 school year	ERD and Contractors	Increase number of participatns and assignments to low-performing rural schools	\$2,000,000	RttT	2013-14	

Total Budget for *Required* Activities in 2010-11: \$ 100,000

2011-12: \$ 1,000,000

2012-13: \$ 2,000,000

2013-14: \$ 2,000,000

Total Budget for *Required* Rat Activities: \$ 5,100,000

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
#REF!

Total RttT Funding Budgeted (over four years):

\$7,774,887

Total RttT Funding Budgeted for Required Activities:

\$ 7,774,887

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(3) Regional Teacher & Leader Effectiveness	Objective 2: Increase the number of highly-qualified teachers in low-income rural areas and low-performing urban schools.		Develop comprehensive, three-year induction support program for novice teachers in low-achieving schools	UNC GA	Induction Support Program in place by June 2011	\$1,069,323	RttT	2010-11	
			Initiate Induction Support Program in 4 regions		New teachers in the initial 4 regions participating in the induction support program	\$2,055,728	RttT	2011-12	
			Implement Induction Support Program in all 8 regions (serve total of 1,200 new teachers in the lowest-achieving schools in local area cohorts each year)		New teachers in all 8 regions participating in the induction support program	\$2,062,127	RttT	2012-13	
			Continue Induction Support Program			\$2,587,709	RttT	2013-14	

Total Budget for Required Activities in 2010-11: \$ 1,069,323

2011-12: \$ 2,055,728

2012-13: \$ 2,062,127

2013-14: \$ 2,587,709

Total Budget for Required RttT Activities: \$ 7,774,887

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D3 Strategic Staffing

Total RttT Funding Budgeted (over four years):

\$3,387,286

Total RttT Funding Budgeted for Required Activities:

\$ 3,387,286

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(3) Regional Teacher & Leader Effectiveness	Objective 3: Provide regional workshops and consultation to LEAs about strategic staffing strategies.	2	Develop and launch LEA Strategic Staffing Initiatives and support including training on: *incentives and strategies to ensure equitable distribution of highly effective teachers within urban districts *incentives and strategies to attract highly effective teachers to rural schools. *collaborating with possible partners in encouraging or supporting additional strategic staffing initiatives.	Project Sponsor, External Partners, Contractors	Contracts on file, including timelines and outcomes reports	\$75,000	RttT	2010-11	
		2	Train and support LEAs in the implementation of strategic staffing initiatives	Project Sponsor, External Partners, Contractors	*Vacancy rates in low-performing schools. *Equitable distribution of highly effective teachers.	\$100,000	RttT	2011-12	
		2	Provide technical support and onsite visits to support LEA strategic staffing initiatives	Project Sponsor, External Partners, Contractors	*Vacancy rates in low-performing schools. *Equitable distribution of highly effective teachers.	\$37,500	RttT	2012-13	
		2	Provide technical support and onsite visits to support LEA strategic staffing initiatives	Project Sponsor, External Partners, Contractors	*Vacancy rates in low-performing schools. *Equitable distribution of highly effective teachers.	\$37,500	RttT	2013-14	
		2	Provide every new teacher who chooses to work in the lowest-achieving schools – regardless of her or his point of entry (through TFA, through the NC Teacher Corps, through lateral entry, or through traditional routes) – with a voucher that can be used for either: - Forgiveness of student loans - Tuition for obtaining a Master's degree - Housing - Any combination of the above	Finance and Business Services Staff	Annually, eligible teachers are identified and provided with vouchers	\$1,045,762	RttT	2011-12	R
						\$1,045,762	RttT	2012-13	R
		2				\$1,045,762	RttT	2013-14	N

Total Budget for Required Activities in 2010-11: \$ 75,000

2011-12: \$ 1,145,762

2012-13: \$ 1,083,262

2013-14: \$ 1,083,262

Total Budget for Required RttT Activities: \$ 3,387,286

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D3 NC Virtual Public Schools**

Total RttT Funding Budgeted (over four years):

\$6,456,023

Total RttT Funding Budgeted for Required Activities:

\$ 6,456,023

NC RttT Initiative	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(3) Regional Teacher & Leader Effectiveness	Objective 2: Increase the number of highly-qualified teachers in low-income rural areas and low-performing urban schools.		Increase availability of highly effective math and science teachers to students who are at risk of failure in core math and science courses by developing and delivering a new virtual STEM course model to address the needs of these students.						
		1.1, 5.2, 5.4	By December 1, 2010, identify low achieving schools for target deployment of services.	Leadership Team of Project Director and EC/OCS Lead	One time identification by December 1, 2010	N/A	State	2010-11	
		1.1, 5.2, 5.4	By June 30, 2011 collaboratively determine the new virtual delivery model's teaching and learning approach, and the support, and coaching needs for all identified schools and staff.	Leadership Team of Project Director and NCVPS Staff	Related artifacts and process maps compiled by June 30, 2011.	N/A	State	2010-11	
		1.1, 5.2, 5.4	Identify and hire lead project director by February 28, 2011.	Project Leadership/DPI HR Dept.	Project Director in place by February 1, 2011.	\$ 46,775	RttT	2010-11	R
						\$ 96,806	RttT	2011-12	R
						\$ 100,032	RttT	2012-13	R
						\$ 103,385	RttT	2013-14	N
		1.1, 5.2, 5.4	Identify and hire exceptional children's coordinator by February 28, 2011.	Project Leadership/DPI HR Dept.	Exceptional Children's Coordinator in place by February 1, 2011.	\$ 37,913	RttT	2011-12	R
						\$ 78,519	RttT	2011-12	R
						\$ 81,197	RttT	2012-13	R
						\$ 83,984	RttT	2013-14	N
		1.1, 5.2, 5.4	Identify, hire, prepare, and strategically place face-to-face and virtual teachers and contractors to serve at risk populations through the new virtual course delivery model.	NCVPS and DPI/HR Dept.	Teachers hired, prepared, and placed by March 2011.	\$ 594,573	RttT	2010-11	R
						\$ 613,900	RttT	2011-12	R
						\$ 704,326	RttT	2012-13	R
						\$ 844,752	RttT	2013-14	R
			Develop blended courses in which onsite teachers share teaching duties with more experienced, historically effective online teachers, again with a focus on serving students in the lowest-achieving schools.						
		1.1, 2.4, 5.2, 5.4	Develop, design, and modify 2 virtual STEM core math and science courses that provide access and targeted instruction to at-risk student populations for the purposes of credit attainment towards graduation.	Project leadership team, contractors, and blended PD specialists	January 2011 - March 2014; course shells, related modules, and mobile instances completed and tested every six months.	\$ 124,344	RttT	2010-11	R
						\$ 147,408	RttT	2011-12	R
						\$ 147,794	RttT	2012-13	R
						\$ 148,348	RttT	2013-14	R
		2.4, 5.2, 5.4	Identify blended resources, devices, and appropriate training and support.	Leadership Team & NCVPS RDI and DC teams.	One time identification by December 1, 2010	\$ -	State	2010-11	N
		2.4, 5.2, 5.4	Procure and deploy blended resources and devices, and provide appropriate training and support.	Leadership Team & NCVPS RDI and DC teams.	Initial RFP posted by March 2011; and ongoing training dates/events	\$ 548,000	RttT	2010-11	N
						\$ 428,400	RttT	2011-12	R
						\$ 383,600	RttT	2012-13	R
						\$ 474,000	RttT	2013-14	R

		2.4, 5.2, 5.4	Collaboratively determine support and coaching needs for all staff and contractors regarding professional development, device deployment, and related needs.	Project leadership team; School & District Leadership	Initial determination by June 30, 2011; feedback cycle repeated every six months	\$ -	State	2010-11	R
						\$ -	State	2011-12	R
						\$ -	State	2012-13	R
						\$ -	State	2013-14	R
		N/A	Indirect Costs	DPI fiscal	N/A	\$ 163,417	RttT	2010-11	R
						\$ 160,875	RttT	2011-12	R
						\$ 155,059	RttT	2012-13	R
						\$ 188,616	RttT	2013-14	R

		Total Budget for <i>Required</i> Activities in 2010-11:		\$ 1,477,109
		2011-12:		\$ 1,563,821
		2012-13:		\$ 1,572,008
		2013-14:		\$ 1,843,085
		Total Budget for <i>Required</i> RttT Activities:		\$ 6,456,023

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
#REF!

Total RttT Funding Budgeted (over four years):

\$0

Total RttT Funding Budgeted for Required Activities:

\$ -

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(4) Teacher Effectiveness and Student	Objective 1: Link teacher and principal effectiveness to preparation programs using student growth measures.	2	Create Teacher Effectiveness Group and begin study and strategic planning.	Project Sponsor, External Partners	Effectiveness Group created and meetings established		State	2010-11	
							State	2011-12	
							State	2012-13	
							State	2013-14	
(D)(4) Teacher Effectiveness and Student Growth	Objective 2: Expand Educator Evaluation Process to include assessment of NC independent colleges and university preparation programs.	2	NC linked teachers and principals prepared for credentialing within the UNC system to their preparation program and evaluated the effectiveness of those programs (NC Teacher Quality Research Study). Expansion to include independent programs is in progress.	UNC GA, External Partners, Independent Programs	Increase inclusion of independent preparation programs		State	2010-11	
							State	2011-12	
							State	2012-13	
							State	2013-14	
(D)(4) Teacher Effectiveness and Student Growth	Objective 3: Publish an Educator Preparation Program report card that rates effectiveness of programs based on student achievement and growth criteria.	2 and 2.4	Develop report card similar to our ABCs Report Card and summaries of research results including key summaries of Title II (Teacher Quality) reporting data.	UNC GA, NCDPI	Report card and summary data developed and available		State	2010-11	
							State	2011-12	
							State	2012-13	
							State	2013-14	
(D)(4) Teacher Effectiveness and Student Growth	Objective 4: Review and approve Educator Preparation Program revisions to ensure participants become effective teachers, principals and superintendents.	2 and 2.4	Review re-visioned undergraduate and graduate education preparation programs, rubrics and electronic evidences for State Board approval	IHE partners, SBE, Review Panel	Increase and complete program approvals		State	2010-11	
							State	2011-12	
							State	2012-13	
							State	2013-14	
(D)(4) Teacher Effectiveness and Student Growth	Objective 5: Launch UNC Teacher Recruitment Initiative to develop strategic plan for coordinating teacher recruitment efforts.	2 and 2.4	Expand productivity goals based upon workforce analysis to develop a strategic plan to address university teacher recruitment effort.	UNC GA, External Partners	Initiative developed and launched		State	2010-11	
							State	2011-12	
							State	2012-13	
		2 and 2.4	Develop an alternative teacher certification track for science and math majors attending participating campuses.				State	2013-14	

Total Budget for Required Activities in 2010-11: \$ -

2011-12: \$ -

2012-13: \$ -

2013-14: \$ -

Total Budget for Required RttT Activities: \$ -

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D5 Professional Development**

Total RttT Funding Budgeted (over four years): **\$ 37,027,995**

Total RttT Funding Budgeted for Required Activities: **\$ 37,027,995**

NC RttT Initiative	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with... SBE Goal	Plan/Timeline for Implementation	Key Personnel	Performance Measure	Budget	Fund Source	Fiscal Year	R/N?
(D)(5) Professional Development	Objective 1: Conduct ongoing professional development needs assessments.	2	Design needs assessment plan with a focus both on near-term assessment of PD needs in transitioning to new standards, data-literacy and the use of the teacher evaluation tool as well as longer term objectives around the use of new Instructional Improvement System. Conduct Diagnostic Needs Assessment.	Educator Recruitment and Development (ERD), Professional Development Leaders (PDI Team), Contractors	Needs assessment Plan developed by Feb 1, 2011	<i>Included in evaluation plan below</i>	State	2010-11	N
		2	Conduct Ongoing Needs Assessment	EDR, PDI Team, Contractors	*Quarterly needs assessment report; Yearly summative report; tied to evaluation *Key Metrics in PD Survey Evaluation Data (tied to overall Eval in objective 2 and A(2) Evaluation Plan)	<i>Included in evaluation plan below</i>	State	2011-12	N
		2	Conduct Ongoing Needs Assessment	EDR, PDI Team, Contractors	*Quarterly needs assessment report; Yearly summative report; tied to evaluation *Key Metrics in PD Survey Evaluation Data (tied to overall Eval in objective 2 and A(2) Evaluation Plan)	<i>Included in evaluation plan below</i>	State	2012-13	N
		2	Conduct Ongoing Needs Assessment	EDR, PDI Team, Contractors	*Quarterly needs assessment report; Yearly summative report; tied to evaluation *Key Metrics in PD Survey Evaluation Data (tied to overall Eval in objective 2 and A(2) Evaluation Plan)	<i>Included in evaluation plan below</i>	State	2013-14	N
		2	Develop RFP for continued evaluation of Race to the Top related professional development initiatives including: *Ensuring evaluation plan includes involvement of evaluators in the planning process to ensure aligned, backwards-designed planning *Regular formative assessment and feedback loops from evaluative team so that results of evaluation can be used improve training and tools. *In collaboration with ERD and PDI, conduct needs assessment.	EDR, PDI Team	RFP released by June 2010.			2010-11	N
		2	Conduct ongoing evaluation of professional development including ongoing needs assessment.	EDR, PDI Team, Contractors	On-time quarterly needs assessment report; yearly summative report; tied to PD needs assessment.	\$1,422,000	RttT	2010-11	N
		2	Conduct ongoing evaluation of professional development including ongoing needs assessment.	EDR, PDI Team, Contractors	On-time quarterly needs assessment report; yearly summative report; tied to PD needs assessment.	\$1,517,000	RttT	2011-12	N
		2	Conduct ongoing evaluation of professional development including ongoing needs assessment.	EDR, PDI Team, Contractors	On-time quarterly needs assessment report; yearly summative report; tied to PD needs assessment.	\$1,517,000	RttT	2012-13	N

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D5 Professional Development

Total RttT Funding Budgeted (over four years): **\$ 37,027,995**

Total RttT Funding Budgeted for Required Activities: **\$ 37,027,995**

NC RttT Initiative	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with... SBE Goal	Plan/Timeline for Implementation	Key Personnel	Performance Measure	Budget	Fund Source	Fiscal Year	R/N?
(D)(5) Professional Development	Objective 2: Identify, evaluate, and as needed, develop professional development resources.	2	Conduct ongoing evaluation of professional development including ongoing needs assessment.	EDR, PDI Team, Contractors	On-time quarterly needs assessment report; yearly summative report; tied to PD needs assessment.	\$1,517,000	RttT	2013-14	N
		2	Support the development of instructional support tools.	Curriculum Staff, EDR, PDI Team, Contractors	*Completion and Publication of Tools by Due Date (see B(3));				N
		2	Design training to ensure teachers and leaders can achieve the objectives related to transitioning to new standards and assessments found on p.64 and 65 of NC RttT including establishing contracts as necessary.	EDR, PDI Team, Contractors, Curriculum Staff	*Completion of Phase I Standards PD Design by April 2011				N
		2	As outlined in B(3) and C(3), design data literacy training focusing on using data to improve instruction including establishing contracts as necessary.	EDR, PDI Team, Contractors, Curriculum Staff	*Completion of year one Data Literacy Design by August 2011.	\$500,000	RttT	2010-11	N
		2	Design training for school administrator distinguished leadership in practice cohort.	EDR, PDI Team, Contractors	Design completed prior to kick-off on June 2011	663,000	RttT	2010-11	N
		2	Design training to ensure teachers and leaders can achieve the objectives related to transitioning to new standards and assessments found on p.64 and 65 of NC RttT.	EDR, PDI Team, Contractors, Curriculum Staff	*Completion of Phase II Standards PD Design by Oct 2011				N
		2	As outlined in B(3) and C(3), design data literacy training focusing on using data to improve instruction.	EDR, PDI Team, Contractors, Curriculum Staff, Accountability Staff	*Completion of year one Professional Development Design by August 2011		RttT	2011-12	N
		2	As outlined in B(3) and C(3), design data literacy training focusing on using data to improve instruction and the instructional improvement system.	EDR, PDI Team, Contractors, Curriculum Staff, Accountability Staff	*Completion of year two Professional Development Design by DATE August 2012	\$500,000	RttT	2012-13	N
			<i>See objective 4 above for eLearning and online PD repository goals.</i>						N
(D)(5) Professional Development	Objective 3: Recruit, prepare, and support Professional Development Leaders.	2	Recruit Professional Development Leaders for PDI Team Employ Professional Development Leaders for PDI Team (including salaries, fringe benefits, travel, equipment, supplies and other (communications))	Educator Recruitment and Development	Team hired by Feb 1, 2011	\$1,382,308	RttT	2010-11	N
		2	Employ Professional Development Leaders for PDI Team	Educator Recruitment and Development	{See Design and Execution Targets throughout D(5)}	\$2,715,494	RttT	2011-12	N
		2	Employ Professional Development Leaders for PDI Team	Educator Recruitment and Development	{See Design and Execution Targets throughout D(5)}	\$2,785,585	RttT	2012-13	N
		2	Employ Professional Development Leaders for PDI Team	Educator Recruitment and Development	{See Design and Execution Targets throughout D(5)}	\$3,345,485	RttT	2013-14	N

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D5 Professional Development

Total RttT Funding Budgeted (over four years): **\$ 37,027,995**

Total RttT Funding Budgeted for Required Activities: **\$ 37,027,995**

NC RttT Initiative	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with... SBE Goal	Plan/Timeline for Implementation	Key Personnel	Performance Measure	Budget	Fund Source	Fiscal Year	R/N?
(D)(5) Professional Development	Objective 4: Support the effective use of technology-enabled eLearning to extend professional development opportunities.	2	Find, design and/or add resources to the Professional Development Learning Repository ensuring they meet rigorous standards of quality.	EDR, PDI Team, Contractors	yearly % increase in total number of professional development resources available in alignment with particular courses. Baseline To be established.				N
		2	Develop new professional development modules including facilitative modules to populate the professional development repository focusing on supporting transition to <u>new standards (64-65 in NC RttT)</u>	EDR, PDI Team, Contractors	Development of 8 New Modules by July 2011	\$830,000	RttT	2010-11	N
		2	Develop new professional development modules including facilitative modules to populate the professional development repository focusing on supporting transition to <u>new standards and data literacy (69-70, 99-101 in NC RttT)</u>	EDR, PDI Team, Contractors	Development of 8 New Modules by October 2011	\$830,000	RttT	2011-12	N
		2	Develop new professional development modules including facilitative modules to populate the professional development repository focusing on supporting transition to <u>new standards (64-65 in NC RttT) and data literacy and the use of the instructional improvement system (69-70, 99-101 in NC RttT)</u>	EDR, PDI Team, Contractors	Development of 8 New Modules by October 2012	\$830,000	RttT	2012-13	N
		2	Develop new professional development modules including facilitative modules to populate the professional development repository focusing on supporting transition to <u>new standards and data literacy and the use of the instructional improvement system (69-70, 99-101 in NC RttT)</u>	EDR, PDI Team, Contractors	Development of 8 New Modules by October 2013	\$830,000	RttT	2013-14	N
		2	Maintain and support the web-based professional development modules, including assistance for users	Contractors	*Customers Service Survey Data *Uptime and Availability of Modules	\$250,000	RttT	2010-11	N
		2	Maintain and support the web-based professional development modules, including assistance for users	Contractors	*Customers Service Survey Data *Uptime and Availability of Modules	\$250,000	RttT	2011-12	N
		2	Maintain and support the web-based professional development modules, including assistance for users	Contractors	*Customers Service Survey Data *Uptime and Availability of Modules	\$250,000	RttT	2012-13	N
		2	Maintain and support the web-based professional development modules, including assistance for users	Contractors	*Customers Service Survey Data *Uptime and Availability of Modules	\$250,000	RttT	2013-14	N
(D)(5) Professional Development	Objective 5: Conduct planning institutes for LEA Leadership Teams.	2	Design and plan LEA Planning Institutes to ensure LEA PD leaders can achieve objectives on page 193 of NC RttT.	EDR, PDI Team	Design completed by May 2011	<i>PDI Team (Objective 3)</i>	RttT	2010-11	N
		2	Conduct LEA Planning Institutes in Summer of 2011	EDR, PDI Team	*Survey data from participants *Evaluation of LEA Professional Development Action Plan *Student Achievement and Growth on EOGs and EOCs	<i>PDI Team (Objective 3)</i>	RttT	2011-12	N

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D5 Professional Development**

Total RttT Funding Budgeted (over four years): **\$ 37,027,995**

Total RttT Funding Budgeted for Required Activities: **\$ 37,027,995**

NC RttT Initiative	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with... SBE Goal	Plan/Timeline for Implementation	Key Personnel	Performance Measure	Budget	Fund Source	Fiscal Year	R/N?
		2	Conduct LEA Planning Institutes in Summer of 2012	EDR, PDI Team	*Survey data from participants *Evaluation of LEA Professional Development Action Plan *Student Achievement and Growth on EOGs and EOCs	<i>PDI Team (Objective 3)</i>	RttT	2012-13	N
(D)(5) Professional Development	Objective 6: Conduct Leadership in Practice Principal Institutes.	2	Design and plan Leadership in Practice Principal Institutes to ensure LEA school leaders can achieve objectives on page 194 of NC RttT.	EDR, PDI Team	Design completed by May 2011	<i>PDI Team (Objective 3)</i>	RttT	2010-11	N
		2	Conduct 8 Leadership in Practice Principal Institutes in SY 2010-11	EDR, PDI Team	*Survey data from participants *Student Achievement of the students of principal's attending institute (year after participation)	<i>PDI Team (Objective 3)</i>	RttT	2010-11	N
		2	Conduct 8 Leadership in Practice Principal Institutes in SY 2011-12	EDR, PDI Team	*Survey data from participants *Student Achievement of the students of principal's attending institute (year after participation)	<i>PDI Team (Objective 3)</i>	RttT	2012-13	N
		2	Conduct 8 Leadership in Practice Principal Institutes in SY 2012-13	EDR, PDI Team	*Survey data from participants *Student Achievement of the students of principal's attending institute (year after participation)	<i>PDI Team (Objective 3)</i>			N
		2	Conduct 8 Leadership in Practice Principal Institutes in SY 2013-14	EDR, PDI Team	*Survey data from participants *Student Achievement of the students of principal's attending institute (year after participation)	<i>PDI Team (Objective 3)</i>			N
		2	<i>See objective 4 above for eLearning delivery goals.</i>						N
(D)(5) Professional	Objective 7: Work with LEAs to ensure that	2	Design and Conduct Professional Development in support of transitioning to new K-5 Science and Mathematics standards, integrated mathematics and the application of Revised Bloom's Taxonomy in the new North Carolina Essential Standards.	Curriculum Staff, EDR, PDI Team, Contractors	*Survey data from participants *Student Achievement and Growth on EOGs and EOCs	\$250,000	Other Federal	2010-11	
		2	Conduct School Administrator Distinguished leadership in practice cohort Training	EDR, PDI Team, Contractors	*Student Achievement of the students of a principal in cohort.	568,000	RttT	2011-12	N
		2	Conduct School Administrator Distinguished leadership in practice cohort Training	EDR, PDI Team, Contractors	*Student Achievement of the students of a principal in cohort.	568,000	RttT	2012-13	N
		2	Conduct School Administrator Distinguished leadership in practice cohort Training	EDR, PDI Team, Contractors	*Student Achievement of the students of a principal in cohort.	568,000	RttT	2012-13	N
		2	Train and coach educators (onsite and remote) throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) April 2011 - June 2011</u>	ERD, PDI Team, Contractors	*Survey data from participants *Evaluation Team Results (Objective 2 above and from A(2)) *Student Achievement and Growth on EOGs and EOCs	\$2,631,107	RttT	2010-11	N

**NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
D5 Professional Development**

Total RttT Funding Budgeted (over four years): **\$ 37,027,995**

Total RttT Funding Budgeted for Required Activities: **\$ 37,027,995**

NC RttT Initiative	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with... SBE Goal	Plan/Timeline for Implementation	Key Personnel	Performance Measure	Budget	Fund Source	Fiscal Year	R/N?
Development	effective and appropriate professional development is available to all teachers.	2	Train and coach educators (onsite and remote) throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) and data literacy (69-70, 99-101 in NC RttT) July 2011 - June 2011</u>	ERD, PDI Team, Contractors	*Survey data from participants *Evaluation Team Results (<i>Objective 2 above and from A(2)</i>) *Student Achievement and Growth on EOGs and EOCs	\$2,631,107	RttT	2011-12	N
		2	Train and coach educators (onsite and remote) throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) and data literacy and the use of the instructional improvement system (69-70, 99-101 in NC RttT) July 2012 - June 2013</u>	ERD, PDI Team, Contractors	*Survey data from participants *Evaluation Team Results (<i>Objective 2 above and from A(2)</i>) *Student Achievement and Growth on EOGs and EOCs	\$3,131,107	RttT	2012-13	N
		2	Onsite and remote training and coaching throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) and data literacy and the use of the instructional improvement system (69-70, 99-101 in NC RttT) July 2013 - June 2014</u>	ERD, PDI Team, Contractors	*Survey data from participants *Evaluation Team Results (<i>Objective 2 above and from A(2)</i>) *Student Achievement and Growth on EOGs and EOCs	\$3,131,107	RttT	2013-14	N
		2	Indirect Costs			1,614,695	RttT	2010-11	N

Total Budget for Required Activities in 2010-11: \$ 9,543,110
2011-12: \$ 9,011,601
2012-13: \$ 9,649,692
2013-14: \$ 9,073,592
Total Budget for Required RttT Activities: \$ 37,277,995

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)
E2 Turning Around the Lowest-Achieving Schools

Total RttT Funding Budgeted (over four years):

\$41,980,147

Total RttT Funding Budgeted for Required Activities:

\$ 41,980,147

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(E)(2) Lowest Achieving Schools	Objective 1: Turnaround Lowest 5% of conventional elementary, middle, and high schools based on 2009-10 Performance Composite and grade span.	5.4	Identify TALAS (Turning Around Lowest-Achieving Schools) Schools (110 in lowest 5% of NC schools).	DST Leadership Team & Accountability	One time identification by August 31, 2010		State	2010-11	
		2.4;5.4	Collaboratively determine support and coaching needs for all identified TALAS schools.	DST Leadership, TALAS School & District Leadership	January 3 - June 30, 2011		State	2010-11	
		5.4	Hire, prepare, and strategically place coaches (Leadership and/or Instructional) to serve 110 TALAS elementary, middle and high schools in lowest 5% of NC schools.	DST Leadership/DPI HR Dept.	20% by Jan. 2011, 35% by Apr. 2011, and 75% by July 2011. Remaining 25% will be assigned as needs are assessed.	\$ 1,983,373	RttT	2010-11	N
		2.4	Provide Comprehensive Needs Assessment (CNA) and follow-up (determining resources, professional development - unpacking CNA report) for the 110 TALAS schools comprising the lowest 5% of schools in NC.	DST CNA Team/Trained DPI Staff	September 2010 - March 2012	\$ 3,655,914	RttT	2011-12	N
		4.2;5.4	Ensure selection of either Turnaround, Restart, or Transformation model and subsequent development of an RttT-aligned change plan and implementation map focused on academic improvement by each TALAS school. Provide leadership for and documentation of continuous review of progress against agreed upon indicators and adjustment of strategies as needed to ensure improved student achievement.	School Transformation Coach/TALAS School & District Leadership	Initial plans completed no later than December 31, 2011 with at least semi-annual reviews continuing through June 30, 2014	\$ 3,730,699	RttT	2012-13	N
		1.1;2.4;2.3;3.1;3.2;3.5;4.2;5.4	Provide customized professional development and on-site coaching for leadership and instruction according to identified needs.	DST School and Instructional Coaches	Beginning by January 3, 2011 and ongoing through June 30, 2014 to be documented by DST	\$ 4,483,463	RttT	2013-14	N
		4.2	Formally document and review progress on agreed upon indicators at least semi-annually and adjust support according to identified needs.	DST Staff	Beginning by January 3, 2011 and at least semi-annually through June 30, 2014				
		5.4	Identify the TALAS (Turning Around Lowest-Achieving Schools) High Schools with graduation rates under 60% (9 identified).	DST Leadership Team & Accountability	One time identification by August 31, 2010		State	2010-11	

(E)(2) Lowest Achieving Schools	Objective 2: Turnaround Conventional high schools with a 4-year cohort graduation rate below 60% in 2009-10 and either 2008-09 or 2007-08.	2.4;5.4	Collaboratively determine support and coaching needs for all 9 TALAS high schools with graduation rates under 60%.	DST Leadership, TALAS School & District Leadership	January 3 - June 30, 2011		State	2010-11	
		5.4	Hire, prepare, and strategically place coaches (Leadership and/or Instructional) to serve 9 TALAS high schools with graduation rates under 60%.	DST Leadership/DPI HR Dept.	2010 by Jan. 2011, 35% by Apr. 2011, and 75% by July 2011. Remaining 25% will be assigned as needs are assessed.	\$ 601,022	RttT	2010-11	N
		2.4	Provide Comprehensive Needs Assessment (CNA) and follow-up (determining resources, professional development - unpacking CNA report) for 9 TALAS high schools with graduation rates under 60%.	DST CNA Team/Trained DPI Staff	September 2010 - March 2012	\$ 1,107,853	RttT	2011-12	N
		4.2;5.4	Ensure selection (by each high school with a graduation rate of under 60%) of either Turnaround, Closure, Restart, or Transformation model and subsequent development of an RttT-aligned change plan and implementation map focused on academic improvement. Provide leadership for and documentation of continuous review of progress against agreed upon indicators and adjustment of strategies as needed to ensure improved on-time graduation.	School Transformation Coach/TALAS School & District Leadership	Initial plans completed no later than December 31, 2011 with at least semi-annual reviews continuing through June 30, 2014	\$ 1,130,515	RttT	2012-13	N
		1.1;2.4;2.3;3.1;3.2;3.5;4.2;5.4	Provide customized professional development and on-site coaching for leadership, instruction, and support services according to identified needs.	DST School and Instructional Coaches	Beginning by January 3, 2011 and ongoing through June 30, 2014 to be documented by DST	\$ 1,358,625	RttT	2013-14	N
		4.2	Formally document and review progress on agreed upon indicators at least semi-annually and adjust support according to needs.	DST Staff	Beginning by January 3, 2011 and at least semi-annually through June 30, 2014		State		
		5.4	Identify TALAS (Turning Around Lowest-Achieving Schools) Districts with aggregate performance composites below 65% (16 districts identified containing 224 schools).	DST Leadership Team & Accountability	One time identification by August 31, 2010		State	2010-11	
		5.4	Place District Transformation Coach in each identified district.	DST Leadership, TALAS District Leadership	Placements occur between January 3 - June 30, 2011 - complete by June 30, 2011		State	2010-11	
		2.4;5.4	Collaboratively develop plan for support and additional coaching needs (school and instructional coaching).	DST Leadership, TALAS District Leadership	Plan in place by June 30, 2011	\$ 3,425,825	RttT	2010-11	R

(E)(2)
Lowest
Achieving
Schools

Objective 3: Turnaround lowest-achieving districts with a 2009-10 LEA Performance Composite below 65%.

5.4	Hire, prepare, and strategically place coaches (Leadership and/or Instructional) to serve TALAS districts with performance composites below 65%.	DST Leadership/DPI HR Dept.	20% by Jan. 2011, 35% by Apr. 2011, and 75% by July 2011. Remaining 25% will be assigned as needs are assessed.	\$ 6,314,760	RttT	2011-12	R
1.1;2.4;2.3;3.1;3.2;3.5;4.2;5.4	Provide customized professional development and on-site coaching for leadership and instruction in TALAS identified districts with performance composites below 65%.	DST District, School and Instructional Coaches	Beginning by January 3, 2011 and ongoing through June 30, 2014 to be documented by DST	\$ 6,443,935	RttT	2012-13	R
2.4	Provide Comprehensive Needs Assessment (CNA) and follow-up (determining resources, professional development - unpacking CNA report) for all TALAS districts and the schools in those districts.	DST CNA Team/Trained DPI Staff	September 2010 - March 2012	\$ 7,744,163	RttT	2013-14	R
4.2;5.4	Collaborate with district to select either Turnaround, Closure, Restart, or Transformation for each of its schools in the bottom 5% of NC Schools, to successfully implement their local Detailed Scope of Work. Collaborate on other planning and implementation needed to ensure improvement in student achievement and on-time graduation rates.	District Transformation Coach/TALAS District Leadership	At least one performance measures attained and no school with a performance composite or graduation rate below 60% proficient by June 30, 2014		State	2013-14	
4.2	Formally document and review progress on agreed upon indicators at least semi-annually and adjust support according to needs.	DST Staff	At least semi-annually beginning by January 3, 2011 and ongoing through June 30, 2014		State	2013-14	
	Support attendance of TALAS personnel and partners at bi-annual convenings with business, community partners (including NC SMT STEM Summit, NSP HS Conference, STEM Network Events)	NC SMT, NC NSP, NC STEM, NCBCE, NC Chamber	Bi-annual convenings with TALAS personnel and business & community partners (including NC SMT STEM Summit, NSP HS Conference, STEM Network Events).	TBD	TBD	2010-11	R
				TBD	TBD	2011-12	R
				TBD	TBD	2012-13	R
				TBD	TBD	2013-14	R

(E)(2)Turning Around the Lowest Achieving Schools	Objective 4: Connect TALAS and STEM schools with community & business collaborators.				Develop "Collaborative Scorecard" to use for measuring/monito ring connections between TALAS, STEM Schools, and a network of STEM activities. Scorecard will contain a manageable set of clearly defined measures of business and community collaboration with existing programs aimed at increasing achievement, effective teaching/leader development.	TBD	TBD	2010-11	R
						TBD	TBD	2011-12	R
						TBD	TBD	2012-13	R
						TBD	TBD	2013-14	R
						TBD	TBD	2010-11	R
						TBD	TBD	2011-12	R
						TBD	TBD	2012-13	R
						TBD	TBD	2013-14	R
						TBD	TBD	2010-11	R
						TBD	TBD	2011-12	R
						TBD	TBD	2012-13	R
						TBD	TBD	2013-14	R
						TBD	TBD	2010-11	R
						TBD	TBD	2011-12	R
						TBD	TBD	2012-13	R
						TBD	TBD	2013-14	R
						TBD	TBD	2010-11	R
						TBD	TBD	2011-12	R
						TBD	TBD	2012-13	R
						TBD	TBD	2013-14	R

Total Budget for *Required* Activities in 2010-11: \$ 6,010,220

2011-12: \$ 11,078,527

2012-13: \$ 11,305,149

2013-14: \$ 13,586,251

Total Budget for *Required* RttT Activities: \$ 41,980,147

NC Race to the Top (RttT) State Detailed Scope of Work (DSW) State Required Activities

P2 STEM

Total RttT Funding Budgeted (over four years)	\$ 10,146,297
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Total RttT Funding Budgeted for Required Activities:	\$ 10,146,297
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(P)(2) STEM Initiatives	Objective 3: Provide technical assistance to LEAs and RESA organizations around the planning and implementation of STEM high schools for individual LEAs or regions.		creation of a network of Anchor, Hub & STEM schools to serve as laboratory, localized sites of focus, and professional development hubs, and test-sites for innovative policy, practices and partnerships, anchored by 4-8 schools for innovation and a set of Hub Schools for early adoption and scaling.	NC STEM with GETC, SBE, DPI, State/National Partners		TBD	Other Non-State	2010-11	
			Assist in selection of Anchor and Hub Schools, and deliver technical assistance to schools once selected.	NC STEM with GETC, SBE, DPI, State/National Partners	TBD	TBD	Other Non-State	2010-11	
			Oversee the implementation of suite of tools for network of Elementary, Middle, High Schools. Tools including professional learning community (aligned with other RttT efforts), knowledge management tools, convenings, study trips and other network behaviors supporting the innovation and early adoption of policy, practices and partnerships will exist in each economic development and education region.	NC STEM with GETC, SBE, DPI, State/National Partners		TBD	Other Non-State	2010-11	
						TBD	Other Non-State	2011-12	
						TBD	Other Non-State	2012-13	
						TBD	Other Non-State	2013-14	
(P)(2) STEM Initiatives			Define the required attributes of a "STEM School", "Anchor School", "Cluster School" and "network" in concurrence with SBE/DPI, LEAs, JOBS Commission, NC STEM, NCNSP, and national experts.	SBE, DPI, LEAs, JOBS, NC STEM, NC NSP, and national experts	Collaborate with partners to frame and refine State's plan per timeline TBD.		N/A	2010-11	

		4,1	Anchor/Model STEM High Schools: Develop/establish 4 anchor schools by August 2011. Work with strategic partners to: a) build support for STEM education and b) guide development of policy that supports STEM education.	Vice President School Development	Hire Director of STEM Education and one Portfolio Manager with start-dates of no later than January 1, 2011.	56,593	RttT	2010-11	R
				Vice President School Development, Program Directors	Recruit, interview and select 2 schools by Feb. 1, 2011.	82,725	RttT	2011-12	R
					Recruit, interview and select 2 additional schools by Aug 15, 2011.				
				Vice President for School Development, Director of STEM Education, Program Directors	Hire second Portfolio Manager and Certified Support Person with start dates of July 1, 2011.	82,725	RttT	2012-13	R
						82,725	RttT	2013-14	R
		2	Instructional Coaching: Provide highly qualified educational leaders to work on-site with classroom teachers at the anchor schools for approximately 60 days per year to improve teaching practices.	Program Directors-Coaching, STEM	Provide services to 2 schools.	111,849	RttT	2010-11	R
					Provide services to 4 schools.	218,397	RttT	2011-12	R
					Provide services to 1 schools.	53,386	RttT	2012-13	R
					Provide services to 1 schools.	47,198	RttT	2013-14	R
		4.2	Leadership Institute for High School Redesign: Provide intensive and sustained professional development for principals in the anchor schools for approximately 12 days per year to support their development as effective leaders. Also, take each principal on one study visit to a national model school.	Program Director-LIHSR	Provide leadership coaching services to 2 principals.	22,549	RttT	2010-11	R
					Provide leadership coaching services to 4 principals	44,660	RttT	2011-12	R
					Provide leadership coaching services to 1 principals.	10,000	RttT	2012-13	R
					Provide leadership coaching services to 1 principals.	10,000	RttT	2013-14	R

**(P)(2)
STEM
Initiatives**

Objective 4: Work with partners to support the development of a small set of anchor/model STEM high schools that will serve as laboratory schools and sites for professional development around project-based learning.

2.2	Teaching for Results: Provide teachers in the anchor schools with approximately 5 days of purposeful, researched-based professional development that is aligned with the training that principals receive. Teachers will have access to "Critical Friends Group," facilitated Peer School Reviews, as well as other programs.	Program Director-STEM	Provide services to 2 schools.	56,373	RttT	2010-11	R
			Provide services to 4 schools.	111,650	RttT	2011-12	R
			Provide services to 1 schools.	25,000	RttT	2012-13	R
			Provide services to 1 schools.	25,000	RttT	2013-14	R
2.1, 4.2	Residencies in Model Schools: Provide one-week residencies in national-model schools for staff from each of the anchor schools.	Program Director-STEM, Portfolio Managers	8 teachers will participate in the residency.	18,039	RttT	2010-11	R
			16 teachers will participate in the residency.	35,728	RttT	2011-12	R
			4 teachers will participate in the residency.	8,000	RttT	2012-13	R
			4 teachers will participate in the residency.	8,000	RttT	2013-14	R
2	Extended employment: Extend teachers' salaries into the summer, so that they can assist in developing STEM curriculum and align assessment strategies. Through weekly meetings, teachers will be guided through the development of best practices, content-specific curriculum and refinement of the cluster model.	Director of STEM Education, Vice President of School Development, Portfolio Managers	Identify participants by March 1. Agree upon schedule and goals by June 1. Report progress and lessons learned by Aug 15.	80,190	RttT	2010-11	R
				165,471	RttT	2011-12	N
				165,471	RttT	2012-13	R
				165,471	RttT	2013-14	R
	Equipment for Classrooms: Support technology purchases to outfit classrooms to support STEM education in the anchor schools.	Directors of STEM Education, Vice President of School	Solicit reimbursement requests from schools semi annually by Feb 1 and June 1. Review requests with 30 days of	43,613	RttT	2010-11	N
				86,004	RttT	2011-12	N
				12,000	RttT	2012-13	N

		5.2		Development, Portfolio Managers	receipts. Process requests with 45 days of receipt.	12,000	RttT	2013-14	N
			Overhead: Administer delivery of the above services to the anchor schools.		Report expenses that are within budget.	24,562	RttT	2010-11	R
					Report expenses that are within budget.	36,486	RttT	2011-12	R
				Vice President of School Development	Report expenses that are within budget.	32,679	RttT	2012-13	R
		4, 1			Report expenses that are within budget.	32,679	RttT	2013-14	R
(P)(2) STEM Initiatives	Objective 5: Increase the number of high-level STEM courses in NCVPS.		See Section (D)()3, Objective 2: Expand access to highly Effective STEM courses through new Virtual & Blended model						
			Research & Identify other STEM courses most needed in high-need geographies, high-risk populations and for course recovery purposes.	NCVPS, Contracted Resources	TBD	TBD	TBD	2010-11	
			Contract resources to support the curriculum development for new courses and conversion of existing courses in the high-need courses.	NCVPS, Contracted Resources	TBD	TBD	TBD	2011-12	
			Map the alignment of high-level STEM courses with Common Core Standards and Post Secondary Developmental Math with Community Colleges and Universities.	Contracted Resources, NCVPS C&I	TBD	TBD	TBD	2010-11	
	Objective 6: Focus on recruiting highly- qualified /highly-effective teachers in STEM areas in hard-to-staff communities.		See Section D(3), Objectives 2 (Expand access to highly Effective STEM courses through new Virtual & Blended model) and 3 regarding Strategic Staffing Initiatives.						
			Personnel - Support work with anchor and cluster development. Work with strategic partners to: a) build support for STEM education and b) guide	Vice President School Development	Hire Director of STEM Education and one Portfolio Manager with start-dates of no later than January 1, 2011.	319,873	RttT	2010-11	R

4,1	development of policy that supports STEM education.	Vice President School Development, Program Directors	Recruit, interview and select 15 schools by Feb. 1, 2011. Recruit, interview and select 5 additional schools by Aug 15, 2011.	287,741	RttT	2011-12	R
		Vice President for School Development, Directors of STEM Education, Program Directors	Hire second Portfolio Manager and Certified Support Person with start dates of July 1, 2011.	287,741	RttT	2012-13	R
				287,741	RttT	2013-14	R
2	Instructional Coaching: Provide highly qualified educational leaders to work on-site with classroom teachers in the cluster schools for approximately 60 days per year to improve teaching practices.	Senior Program Director Coaching, STEM Directors	Provide services to 13 schools.	632,191	RttT	2010-11	R
			Provide services to 16 schools.	759,643	RttT	2011-12	R
			Provide services to 4 schools.	213,544	RttT	2012-13	R
			Provide services to 4 schools.	188,792	RttT	2013-14	R
4.2	Leadership Institute for High School Redesign: Provide intensive and sustained professional development for principals in the cluster schools for approximately 12 days per year to support their development as effective leaders. Also, take each principal on one study visit to a national model school.	Program Director-LIHSR, Program Directors	Provide leadership coaching services to 13 principals.	127,451	RttT	2010-11	R
			Provide leadership coaching services to 16 principals	155,340	RttT	2011-12	R
			Provide leadership coaching services to 4 principals.	40,000	RttT	2012-13	R
			Provide leadership coaching services to 4 principals.	40,000	RttT	2013-14	R
	Teaching for Results - Provides selected teachers in the cluster schools approximately 5 days of purposeful, researched-based professional development aligned with training principals receive. Teachers will have	Program Director-STEM, Portfolio Managers	Provide services to 13 schools.	318,627	RttT	2010-11	R
			Provide services to 16 schools.	388,350	RttT	2011-12	R

Objective 7: Develop a set of STEM “cluster” high school networks.

2	access to "Critical Friends Group," facilitated Peer School Reviews, as well as other programs.		Provide services to 4 schools.	100,000	RttT	2012-13	R
			Provide services to 4 schools.	100,000	RttT	2013-14	R
	Residencies in Model Schools - One week residencies in national-model schools for staff from each of the cluster schools.	Program Director-STEM, Portfolio Managers	56 teachers will participate in the residency.	101,961	RttT	2010-11	R
			56 teachers will participate in the residency.	124,272	RttT	2011-12	R
			16 teachers will participate in the residency.	32,000	RttT	2012-13	R
			16 teachers will participate in the residency.	32,000	RttT	2013-14	R
	Salary for Summer Employment - Funding to extend teachers salaries into the summer so that they can assist in developing STEM curriculum and align assessment strategies. Through weekly meetings, teachers will be guided through the development of best practices, content-specific curriculum and refinement of the cluster model.	Director of STEM Education, Vice President of School Development	Identify participants by March 1. Agree upon schedule and goals by June 1. Report progress and lessons learned by Aug 15.	521,235	RttT	2010-11	R
				661,884	RttT	2011-12	R
				686,705	RttT	2012-13	N
				712,270	RttT	2013-14	N
	Equipment for Classrooms: Support technology purchases to outfit classrooms to support STEM education in the cluster schools.	Directors of STEM Education, Vice President of School Development	Solicit reimbursement requests from schools semi annually by Feb 1 and June 1. Review requests with 30 days of receipts. Process requests with 45 days of receipt.	260,000	RttT	2010-11	N
			requests from schools semi annually by Feb 1 and June 1.	187,247	RttT	2011-12	N
			requests from schools semi annually by Feb 1 and June 1.	42,648	RttT	2012-13	N

		5.2			requests from schools semi annually by Feb 1 and June 1.	42,648	RttT	2013-14	N
			Overhead: Administer delivery of the above services to the cluster schools.		Report expenses that are within budget.	138,832	RttT	2010-11	R
					Report expenses that are within budget.	126,908	RttT	2011-12	R
				Vice President of School Development	Report expenses that are within budget.	130,715	RttT	2012-13	R
		4,1			Report expenses that are within budget.	130,715	RttT	2013-14	R
			Pilot 5 year roll-out of Singapore Math professional development and sequencing in turnaround schools and elementary environments.	NC DPI, Burroughs Wellcome Fund	TBD	TBD	Other Non-State	2011-12	
	Objective 8: Provide new opportunities for students in the lowest-achieving schools and districts to attend schools that will better support their achievement and successful graduation and lead them to college and career readiness.		Review of Anchor, Hub, and STEM Schools model for consideration of additional opportunities for students in the lowest-achieving schools and districts to attend schools that will better support their achievement and successful graduation and lead them to college and career readiness.	SBE, JOBS, GETC	TBD	TBD	Other Non-State	2012-13	
			See Section (D)()3, Objective 2: Expand access to highly Effective STEM courses through new Virtual & Blended model						

Total Budget for *Required* Activities in 2010-11: \$ 2,833,938

2011-12: \$ 6,472,506

2012-13: \$ 1,922,614

2013-14: \$ 4,917,239

Total Budget for *Required* RttT Activities: \$ 16,146,297